



# SCA Juvenile Reentry System Reform Implementation Plan An Overview

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# Goals of the FY 2014 Second Chance Act Comprehensive Juvenile Reentry Systems Reform Planning Program

To develop a *Comprehensive Juvenile Reentry Systems Reform Strategic Plan* that includes the following:

- Improved assessment policies and practices.
- A more integrated approach to pre-release services and planning and post-release services and supervision that reflects what research demonstrates improve outcomes (see Appendix A).
- Enhanced program/policy monitoring, quality assessments, implementation supports, and accountability practices.
- Enhanced youth outcomes data collection, analysis, reporting, and decision-making.

# Target Population

- Robust target population of incarcerated youth to impact state or local outcomes.
- Focus on youth assessed as medium to high-risk for re-offending.
- Targeted youth must be admitted to program prior to their 18<sup>th</sup> birthday (program **may** continue to implement its juvenile reentry plan for these youth beyond their 18<sup>th</sup> birthday).

# Mandatory Requirements of a Comprehensive Reentry Program

- Description of state's long-term reentry strategy.
- Detailed juvenile reentry implementation schedule and sustainability plan.
- Documentation reflecting establishment of a juvenile reentry task force.
- Discussion of role of stakeholders and certification of involvement.
- Extensive evidence of collaboration with key state and local agencies.
- An extensive discussion of role of correctional agencies.
- Documentation that reflects support of chief executive officer.
- Description of evidence-based methodology and outcome measures.
- A description of project replication if demonstrated effective.
- A plan for analysis of hurdles to reintegration of juveniles into the community.
- Baseline recidivism rate for the proposed target population.

# Program-Specific Information: Defining and Measuring Youth Reentry Outcomes

- Recidivism Reduction-
  - Establish baseline recidivism rates.
  - Identify ambitious, measurable, and achievable targets for reducing baseline rates.
  - Demonstrate annual progress toward achieving established targets.
- Positive Youth Outcomes-
  - Establish baselines for a priority set of positive outcomes for the target youth population.
  - Identify ambitious, measurable, and achievable annual targets for improvement in these positive youth outcomes.
  - Demonstrate annual progress toward achieving established targets.

# Planning and Capacity Building Deliverables and Allowable Use of Funds

- Establish a task force or committee to develop a juvenile reentry systems reform strategic plan and guide and oversee its implementation.
- Develop and implement an outcome measurement and evaluation plan.
- Develop a juvenile reentry systems reform strategic plan that includes a self-assessment and description of actions that will be implemented to achieve key reforms.
- Develop an Implementation Plan
- Establish a Sustainability Plan

# Strategic Plan

**Objective 1: The Juvenile Justice Section (JJS) will deliver risk and needs-driven case planning and service linkage, and employ effective supervision practices.**

Key Task 1: Increase the reliable use of North Carolina's risk and criminogenic needs assessment.

Key Task 2 : Implement a comprehensive service plan.

Key Task 3: Implement a service matching tool.

**Objective 2: The JJS will deliver effective and developmentally appropriate programming, including education and workforce development services, that target criminogenic needs.**

Key Task 4: Implement a workforce development and education strategy.

**Objective 3. The JJS will engage and strengthen families of youth involved along the juvenile justice continuum, including reentry.**

Key Task 5. Implement a family engagement and strengthening strategy.

**Objective 4. The JJS will document the effect of its reentry reform strategy on recidivism, education, employment and behavioral health outcomes.**

Key Task 6. Evaluate North Carolina's statewide juvenile reentry reform initiative.



# Implementation Plan

## **Key Task 1: Increase the reliable use of North Carolina's risk and criminogenic needs assessment.**

- a) Re-norm risk assessment.
- b) Develop training curricula addressing the administration, scoring, and use of the validated risk and needs assessments.
- c) Develop a web-based annual certification exam and supporting materials to establish that the user can reliably and consistently administer the risk assessment instrument.
  - i. policy changes
  - ii. performance evaluation and job description tweaks
  - iii. quality assurance tools and procedural changes
  - iv. changes to contracts of community program staff
- d) Develop and implement plan for roll-out in conjunction with related initiatives.

## Key Task 2: Implement a comprehensive service plan

- a) Work with staff representing the four types of residential placements for youths, community program providers and Juvenile Court Services, to identify needed content changes to comprehensive service plan.
- b) Incorporate content changes while also making functional improvements to the electronic service plan.

## Key Task 2: Implement a comprehensive service plan (cont'd)

- c) Develop training curricula that includes training for leadership, stakeholders, for supervisors in coaching and quality assurance, and an intensive curriculum for court services, YDC and residential program staff, incorporating family engagement training (see Objective 5), use of the risk and needs assessment instruments (see Objective 1), needs-driven service planning, and needs-to-service matching.
  - i. policy changes
  - ii. performance evaluation and job description tweaks
  - iii. quality assurance tools and procedural changes

## Key Task 2: Implement a comprehensive service plan (cont'd)

- d) Develop training modules for the juvenile and family court judges, public defenders and district attorneys to be incorporated into their ongoing trainings.
- e) Develop and implement training and roll-out plan.

## Key Task 3: Implement a service matching tool.

- a) Develop an electronic directory of services by county, matched to the service planning need or domain that they address.
- b) Develop training module addressing the use of the online services directory, to be incorporated into the service plan training and roll-out.

### **Key Task 3: Implement a service matching tool. (cont'd)**

- c) Work with the Government Data Analytics Center (GDAC) to support use of data analytics to develop an algorithm or model to enable improved need-to-service matching and to increase the opportunities for positive program outcomes.
  - i. Develop detailed tasks and project benchmarks for progress tracking purposes and performance measures.
  - ii. Data identification and acquisition
  - iii. Data environment “Build out”
  - iv. Analysis development and system design
  - v. System configuration and development and quality assurance
  - vi. User acceptance testing, etc.
  - vii. Develop an interface between electronic service plan and service matching algorithm.

## Key Task 4: Implement a workforce development and education strategy.

- a) Explore the reclassification of positions from the closure of YDCs to community development specialist positions, and assess deployment of these positions around the state to maximize services to youth.
- b) Undertake a planning process with the private provider under contract to prepare for the opening of the new transition homes proposed in the JJS's Strategic Plan, incorporating planned reentry enhancements.
- c) In partnership with the Department of Public Instruction, develop a process for juvenile court services and local school districts to better engage and work together to link youths to appropriate school settings.

## Key Task 5. Implement a family engagement and strengthening strategy.

- a) Facility staff will administer the existing YDC parent satisfaction survey in month 4 and annually thereafter; will collect data from parent satisfaction surveys administered in short-term residential facilities.
  - i. Aggregate data in central office.
  - ii. Present findings to task force in month 6.
- b) Administer parent satisfaction survey to parents of youth discharged from a YDC or short-term residential facility who may or may not be on post-release supervision; analyze data for use by task force to examine reentry needs, challenges and successes.



## Key Task 5. Implement a family engagement and strengthening strategy. (continued)

- c) Develop training and referral resources regarding the family strengthening initiative (Functional Family Therapy) for use during reentry, to be folded into comprehensive service plan training.
- d) Explore the use of technology to reduce barriers (e.g., transportation, childcare, time constraints) that often limit families' ability to visit with youth or participate in monthly treatment team meetings during placement.
- e) Explore the use of the Parent Involvement Management System (PIMS) to incentivize family involvement.

## Key Task 6. Evaluate North Carolina's statewide juvenile reentry reform initiative.

### Process Study

- a) Develop an Implementation Indicators Tracking System.
- b) Obtain Institutional Review Board (IRB) review and approval.
- c) Develop, administer, and analyze findings from a statewide survey of court services and facilities staff regarding satisfaction with pre-reform practices and policies, etc.
- d) Develop a semi-structured interview/focus group protocol for reentry stakeholders, and conduct interviews/focus groups, and analyze findings.

## Key Task 6. Evaluate North Carolina's statewide juvenile reentry reform initiative.

### Process Study (continued)

- e) Compile Government Performance Results Modernization Act (GPRA) performance measures and other process measures and document in the Implementation Indicators Tracking System.
- f) Document major accomplishments in 12-month project period.
- g) Compile parent satisfaction indicators.
- h) Compile fidelity measures.
- i) Synthesize quantitative and qualitative data for reports to the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

## Key Task 6. Evaluate North Carolina's statewide juvenile reentry reform initiative. (continued)

### Baseline Outcome Study

- a) Compile all data on baseline study sample and prepare analysis dataset.
- b) Prepare and deliver technical report on outcome findings to JJS.
- c) Develop models and analyze outcomes for baseline study sample.
- d) Synthesize findings from the process and outcome studies.
- e) Contribute to semi-annual reports to OJJDP and NC's Juvenile Justice Section.

North Carolina Department of Public Safety  
Division of Adult Correction and Juvenile Justice  
Juvenile Justice Section

**OJJDP-Approved SCA Juvenile Reentry System Reform Preliminary Implementation Plan  
2015-2016**

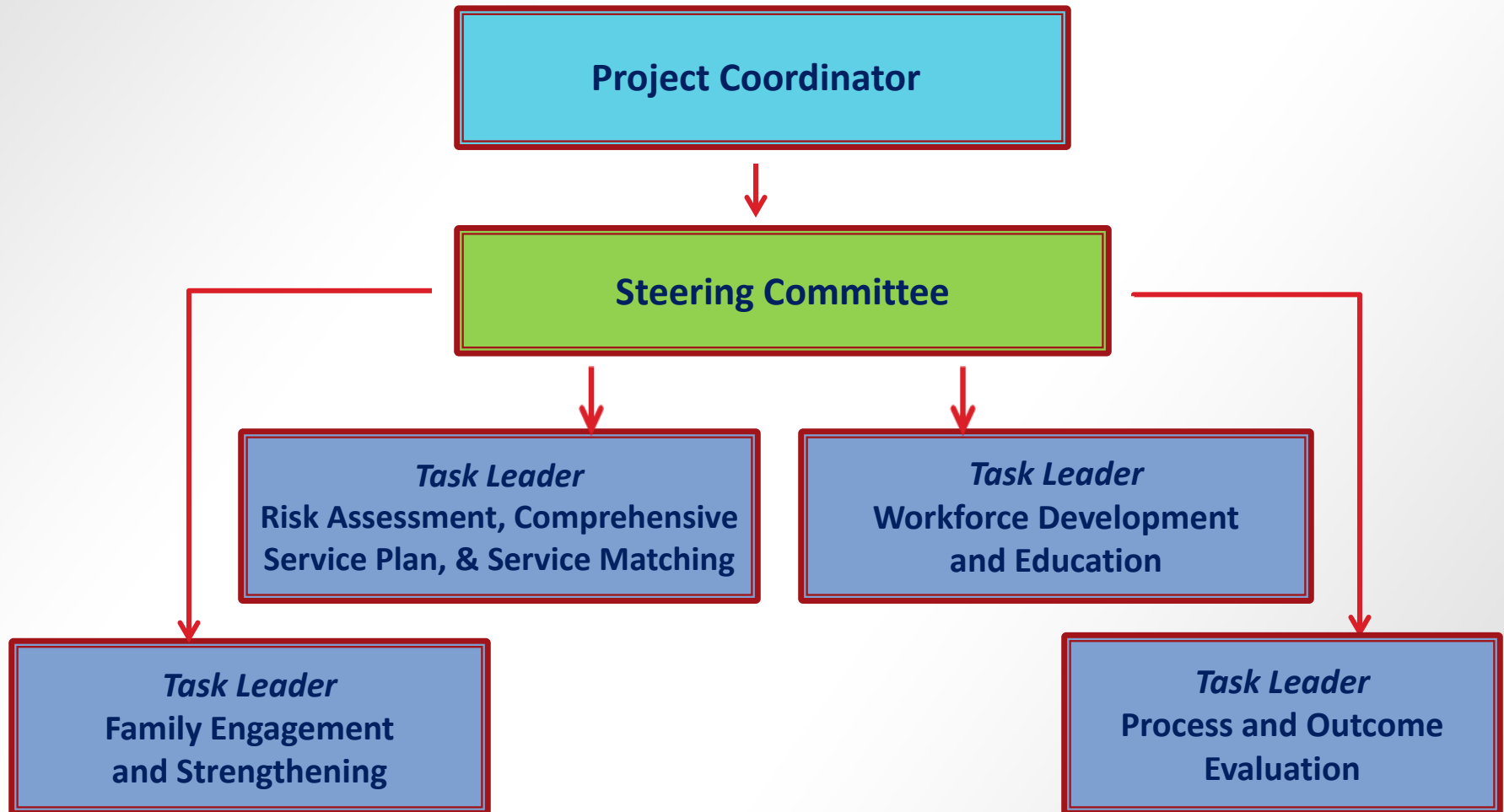
**Goal: Reduce the recidivism rate by 50 percent over 5 years, and improve education, employment, and behavioral health outcomes of “deep-end” youth involved in the juvenile justice system**

**OBJECTIVE 1: JJS will deliver risk and needs-driven case planning and service linkage, and employ effective supervision practices**

**Key Task 1: Improve the reliable use of our risks and needs assessment instruments,  
Task Leads: Jean Steinberg, Ph.D.**

Subtasks	Responsible Staff/Agency	Resource Requirements	Deadline	Performance Measures
Re-norm our risk assessment instrument	Dave Edwards, Office of Research and Planning	Staff time (per Dave E.) = 3 months if we can expedite access to SBI data	Month 2	Adult arrest and conviction databases available; updated norms produced
Develop initial in-person and annually recurring training curricula for administration, scoring, and use of risk and needs assessments	Kathy Dudley (Former Deputy)	Contract hours	Month 4	Task benchmarks met; product completed by deadline
Develop web-based (using Learning Management System already in place) annual certification exam requiring staff to meet or exceed reliability criteria in use of risk and needs assessments	Kathy Dudley	Contract hours	Month 8	Benchmarks met (developed; piloted; evaluated; etc.); completed by deadline

# Proposed Project Management Structure



# Next Steps

- ❖ Flesh out the implementation plan where needed (subcommittees).
- ❖ Begin preliminary tasks in anticipation of funding.
- ❖ Task Force meetings - additions, plans, and schedule